

MEETING MINUTES

MEETING NAME: WISCONSIN ENTERPRISE ARCHITECTURE TEAM (WEAT)

DATE: JULY 27, 2004

TIME: 8:30 A.M. TO 12:00 P.M.

LOCATION: ADMINISTRATION BUILDING, CONFERENCE ROOM 6F

WEAT Members:

- Group Leader/Chief Enterprise Architect – Patricia Carlson (a DET representative)
- Enterprise Architect – Keith Hazelton (UW representative)
- Enterprise Architect – Bud Borja (Milwaukee Co., local government representative)
- Enterprise Architect – Mickey Crittenden (Rock Co., local government representative)
- Enterprise Architect – Diane Kohn (DWD, large state agency representative)
- Enterprise Architect – Judy Heil (DATCP, small state agency representative)

DET Governance:

- Michelle Eldridge (DET Domain Manager Team Lead)
- Molly Conroy (DET Governance Support Staff)

DET Development and Operations:

- Phil Schwarz (DET Operations Representative)
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Agenda Items

1. Approval of July 13, 2004 Minutes - Patricia Carlson

2. July 13, 2004 Action Items – Patricia Carlson

- 2.1. Provide WEAT with a revised charter for review and comment. This charter will clarify the role of WEAT. **Done**
- 2.2. Draft Meeting Minutes and provide to WEAT. **Done**
- 2.3. Provide WEAT a spreadsheet with the list of principles, WEAT members will be asked to identify which principles should be in a balanced IT scorecard, a technology selection scorecard and which are best practices. **Done**
- 2.4. Provide WEAT a copy of the portal tool RFB and Portal Governance Team Notes. **Done**
- 2.5. Update the WEAT Web site with today's meeting documents. **Done**
- 2.6. Initiate a discussion with the UW e-Business consortia (UWEBC) to investigate the use of a student project team to design & develop a web survey for what systems are in place within counties. Note this will be a joint effort with the Application Domain. **Discussion has happened with UWEBC, they can provide a student team. There will be a DOA meeting to determine an executive sponsor for this initiative. There will be meetings with the server consolidation and AIM-IT work groups to ensure this activity leverages any appropriate / applicable technology.**
- 2.7. Coordinate a briefing for WEAT regarding the Crowe Chizek Server Consolidation Appraisal Phase deliverable. **Done - Scheduled for 8-9-2004.**
- 2.8. Coordinate a briefing for WEAT with Marcia Doll (AIM-IT). **Have made request, waiting for response.**
- 2.9. Provide WEAT with a Microsoft Project plan for short-term tactical deliverables and a written overview of longer-term deliverables for WEAT. **In progress.**
- 2.10. Compile list of volunteers to work on revising the Technical Reference Model framework. Jay will email to WEAT other Technical Reference Models to include in initial "components of a Technical Reference Model" spreadsheet. **Need to do at meeting on 7-23-2004**
- 2.11. Look for additional procurement activities and forward information to WEAT. **Ongoing**
- 2.12. Write proposed initial process for WEAT to provide architecture consulting services to the extended enterprise. **Pending further discussion with DET Management.**
- 2.13. All WEAT members are to review the enterprise standards in preparation for the next WEAT meeting.

- 2.14. WEAT will develop as part of its deliverables for "reference models" an architecture for "interface" or "integration" reference model. *Note this will require additional discussion, clarification within WEAT and will need to be a joint initiative with the Domains.*
3. Compile list of volunteers to work on revising the Technical Reference Model framework - Patricia Carlson
 - 3.1. Define Next Steps
 - 3.2. Assign Deliverables, Tasks for August 10 WEAT Meeting
4. Review Updated WEAT Charter - All
 - 4.1. Define Next Steps
 - 4.2. Assign Deliverables, Tasks for August 10 WEAT Meeting
5. Principles Classification - Patricia Carlson
 - 5.1. Identify "Best Practices" vs. "Principles"
 - 5.2. Identify Principles that would be used in a Technology Selection Scorecard.
 - 5.3. Identify any Principles that should be re-worded for consistency
 - 5.4. Discuss how Principles document could be succinctly presented in 1-2 pages as example from the Working Council of CIO's has done.
 - 5.5. Define Next Steps
 - 5.6. Assign Deliverables, Tasks for August 10 WEAT Meeting
6. Discussion of Portal RFP - All
 - 6.1. Discussion of GA Portal Architecture – Can we do something like this?
 - 6.2. Define Current Environment
 1. Data Integration - Enterprise Services Bus
 2. Online Payment
 3. Search Engine
 4. Email
 5. Web Trends
 6. Web Load or other Agency Web Performance Tools
 7. Web Content Meta-tagging standards
 8. Payment
 9. Authentication
 - 6.3. Define Future Needs
 1. Customization/Personalization
 2. Aggregation
 3. Application Navigation and Integration
 4. Content Publishing and Integration
 5. Security
 6. Transaction Management
 7. Administration
 8. Architectural Issues (i.e. scalability, extensibility, globalization, programmability)
 9. Collaboration
 10. Accessibility, specifically ADA Section 508
 11. Multi- lingual Translation
 - 6.4. Define Format of WEAT Comments to RFP
 - 6.5. Define Next Steps
 - 6.6. Assign Deliverables, Tasks prior to August 10 WEAT Meeting
7. Discussion of Comments to Proposed Information Security and Privacy User ID/Logon Password Standard
 - 7.1. Define Format of WEAT Comments to Proposed Information Security and Privacy User ID/Logon Password Standard.
 - 7.2. Define Next Steps
 - 7.3. Assign Deliverables, Tasks prior to August 10 WEAT Meeting
8. Initial Triage of Standards List - All
 - 8.1. Triage Standards List – "sunset", "update"
 - 8.2. Define Next Steps
 - 8.3. Assign Deliverables, Tasks for to August 10 WEAT Meeting
9. Review initial WEAT task list and discuss options for "chunking" project components – Patricia Carlson
 - 9.1. Presentation of options for "chunking"
 - 9.2. Selection of an option
 - 9.3. Define Next Steps for developing project plan and updating WEAT business plan.
 - 9.4. Assign Deliverables, Tasks for to August 10 WEAT Meeting

10. Review list of action items and assignments for next WEAT meeting - Patricia Carlson

Action Items

- Patricia will continue to look for additional procurement activities and forward information to WEAT.
- WEAT will develop, as part of its deliverables for "reference models," an architecture for "interface" or "integration" reference model. *Note this will require additional discussion, clarification within WEAT and will need to be a joint initiative with the Domains.*
- Patricia will e-mail a list of action items for the technical reference model to Bud, Mickey, and Keith.
- Patricia will send WEAT more information on the ESB.
- Patricia will follow up on the team's inclusion of consulting services to the extended enterprise.
- Patricia will update the WEAT charter.
- Patricia will draft language regarding WEAT outreach.
- Patricia will send link and information on the federal geo-spatial one-stop.
- Patricia will ask Michelle for documents on the GIS Center of Excellence.
- Patricia will discuss getting more broad-based agency input into IT governance and grant application coordination efforts with Matt.
- Patricia will produce a list of values and create an executive summary of current principles.
- Patricia will send WEAT the 2000 portal RFI.
- Keith will send UW portal documents.
- Patricia will forward questions to Matt to get business analysis and requirements around portal development.
- Patricia will provide WEAT a status update of her status meeting with Matt.
- Patricia will forward Jay's response regarding the practicality of administering the standard to the Security Domain and to the WEAT team.
- Patricia will put dates into the project plan as she gets a clearer sense of timing of enterprise initiatives.
- Molly will draft meeting minutes and provide them to WEAT for review.
- WEAT support staff will update the WEAT Web site with today's meeting documents.

Meeting Notes

1. Approval of July 13, 2004 Minutes

Action: *The revised draft minutes from the July 13, 2004 meeting were adopted without any further changes.*

2. July 13, 2004 Action Items

- 2.6 Initiate a discussion with the UW e-Business consortia (UWEBEC) to investigate the use of a student project team to design & develop a web survey for what systems are in place within counties. Note this will be a joint effort with the Application Domain. Discussion has happened with UWEBEC, they can provide a student team. There will be a DOA meeting to determine an executive sponsor for this initiative. There will be meetings with the server consolidation and AIM-IT work groups to ensure this activity leverages any appropriate / applicable technology.

Jim Langdon, Division of Intergovernmental Relations, will be the executive sponsor through the Governor's Wisconsin Partnership for State and Local Government. Mickey and Bud will be leading asset management for applications in the counties and Bernie Mrazik is the GIPAW liaison. WEAT will work with Crowe Chizek staff to find out what data has been collected.

- 2.11 Look for additional procurement activities and forward information to WEAT.

Dave Hinrichs received information on IT procurements over \$25,000 from Jane Pawasarat. Dave Erdman and Michael Wolf in Budget and Finance will provide information on master lease.

- 2.12 Write proposed initial process for WEAT to provide architecture consulting services to the extended enterprise. Pending further discussion with DET Management.

Gina Frank Reese is interested in looking at an enterprise business plan and mapping strategic initiatives to that plan. Werner Gade is working in enterprise competencies and integrating DET initiatives.

3. Compile list of volunteers to work on revising the Technical Reference Model framework

Bud Borja, Keith Hazelton, and Mickey Crittenden volunteered to work on the Technical Reference Model framework. Keith expressed a preference to work on the reference model for interface and integration.

Keith requested more information on the Enterprise Services Bus (ESB). Erik Mickelson is looking at the perception is of ESB and how it will work. Erik writes adapters for use of the bus. A common interface for ESB will be created through an interface architecture. Standard enterprise tool sets and how to use them will follow. DET is working on a plan for sharing data. Agencies will create agreements to share data among other agencies. DET is negotiating a contract with Cape Clear for an enterprise license. If adapters exist, they will become available to the enterprise. DET has engaged Cape Clear to determine how to charge for use of the bus, until then rates for ESB will remain in DET's CPU rates. Cape Clear will create a model for charge-back and charge-forwarded mechanisms as compensations for data sources. ESB technology has not been charged to users before. This will be the first time a charge-back mechanism has been developed for this technology. WEAT needs to get more information on a bridge between busses.

3.2 Assign Deliverables, Tasks for August 10 WEAT Meeting

Patricia will e-mail a list of action items to Bud, Mickey, and Keith.
Patricia will send more information on the ESB.

4. Review Updated WEAT Charter

Patricia explained the revisions to the draft WEAT charter. The charter was revised to articulate Matt Miszewski's vision for WEAT.

The background and enterprise architecture (EA) purpose have remained the same.

In the section on committee purpose, the authority of the State CIO is established in Chapter 22. A WEAT responsibility was added to the charter, "Upon request, provide the CIO with strategic technical architecture recommendations. WEAT may consult with technical subject matter experts within the State's IT Governance Bodies or other appropriate technical sources when providing recommendations." Team members discussed the team's inclusion of consulting services to the extended enterprise. To accomplish this, WEAT would need appropriate staffing, which could include creating a consulting branch.

Per Jay Jeager's comments regarding the composition of WEAT, the team discussed the appointment of the team members and the balance of WEAT. Judy Heil suggested that another small agency representative could potentially help WEAT's perspective, but WEAT needs to balance representation and the size of the WEAT team. Diane Kohn has a background from a small agency and county and city government. She suggested her position could represent other areas. Team members discussed the possibility of adding a member from the technical colleges or the unified school districts. WEAT will revisit its membership in a year, and team members discussed their responsibility to perform outreach efforts and distribute materials to other interested groups.

In the section on areas of responsibility, "Ensuring that the EA is managed in a manner consistent with the strategic direction established by the State's CIO, the State's IT Governance Bodies, the federal government, and any other appropriate entity," was changed by the addition of the federal government. The Geospatial One Stop is an example of inclusion of federal strategic direction. This has led to a push for a GIS Center of Excellence for the state. The state and the federal government will have a parallel effort to establish standards. The state is also looking at consolidating purchasing GIS products and leveraging economies of scale. ESRI has been involved in GIS efforts.

WEAT members discussed the responsibility for, "Resolving conflicts that arise between an entity's proposed technology selection and the EA." WEAT will recommend a process for resolving conflicts to the State CIO. WEAT's is responsible to recognize when the EA needs to be modified to accommodate new technology or new business needs. The EA will need an arbitration group. The team decided that the Technical Reference Model (TRM) and scorecards should eliminate need to do much conflict resolution. The WEAT members decided to strike this responsibility from the charter.

WEAT's responsibilities were also revised by adding the responsibility for, "Providing technical consulting with respect to EA to entities within the extended enterprise."

For the implementation section, WEAT members discussed the development of a communications plan. WEAT members will discuss methods for increasing interaction with the governance bodies.

WEAT members discussed inclusion of funding issues in the charter, as WEAT isn't currently incurring costs other than people-hours. Members discussed funding as part of technical consulting services because, currently, there is no charge-back mechanism for consulting services. The funding process for initiatives should be part of scoring mechanism. When grant money is available, entities need to understand grant applications and how money is awarded. EA teams need to review and coordinate collaboration for grant applications (e.g., homeland security for local governments) for enterprise initiatives. The Office of Federal and State Relations in Intergovernmental Relations could form a strategic partnership with WEAT. WEAT needs to clarify funding on an enterprise status.

The recommendation making process section includes a process for "Providing the CIO with a technical architecture recommendation." This will include making the process as open as possible. Creating accountability will provide a way to keep things open and will help with WEAT's credibility. A WEAT recommendation can be one of many inputs to a decision, and it will rest with the appropriate party to make the final decision.

A change to the guiding principles for voting was the addition of the principle, "To consider the impact on the representatives' entities and the entities they represent."

4.1. Define Next Steps

The team needs to determine if consulting activity will be part of WEAT's role.

The team needs to establish a plan for outreach to communicate WEAT activities.

4.2 Assign Deliverables, Tasks for August 10 WEAT Meeting

Patricia will follow up on the team's inclusion of consulting services to the extended enterprise.

Patricia will update the WEAT charter.

Patricia will draft language regarding WEAT outreach.

Patricia will send link and information on federal geo-spatial one-stop.

Patricia will ask Michelle for documents on the GIS Center of Excellence.

Patricia will discuss getting more broad-based agency input into IT governance with Matt.

Patricia will talk to Matt about grant application coordination efforts.

5. Principles Classification

WEAT members discussed paring down the EA principles to a one-page list that can be institutionalized across IT agencies and business areas. The current document will be the background to a single-page list. In addition to being useful for enterprise entities, this will be useful for procurements and vendors. The EA Principles will be expressed in terms of three work products, an executive summary, a one-page principles list, and the current principles document. The current principles will map to the new structure.

The identification of "Best Practices" vs. "Principles" was tabled until the next meeting, pending completion of summary.

5.6. Assign Deliverables, Tasks for August 10 WEAT Meeting

Patricia will follow-up for next meeting with a list of values and create an executive summary of current principles.

6. Discussion of Portal RFP

The team reviewed the Georgia Enterprise Interoperability Architecture, which contained information for current and future applications that on the portal.

The Governor wants to showcase three to five new applications that change the way citizens interact with government for the State of the State. The initial focus of the portal is on citizen-and-business-facing applications and the delivery of customer services. The portal development is initially supposed to be internal, and will be provided with a rate to the enterprise.

The portal governance team needs to determine requirements for the portal. They will need to convene citizen focus groups and business focus groups for the "Jobs" piece and conduct usability studies. DWD learned to do more evaluation on what customers want through their work on Limited English Proficiency (LEP).

The UW conducted a portal reevaluation to evaluate the portal software for the foundation for My UW Madison. The UW created a list of critical requirements and can share information to determine the landscape for the state portal.

As a technical advisory group, WEAT will need a scope and business requirements for a sound technical recommendation. This recommendation could define an enterprise standard for development for all Internet and intranet sites and how to move forward for additional development. All requirements need to be gathered to standardize on a tool (e.g., content management tool). The recommendation will need the requisite background, and WEAT will need to look at the enterprise portal architecture and understand the requirements for the citizen, business, and employee facets.

WEAT needs to determine its goal and what it is trying to define. WEAT will need more information on issues of branding and review of public content. Many other factors will impact a decision such as a standard development platform (e.g., Yahoo portal), a payment engine, ESB, Oracle collaboration server, and an RFP for identity access management. The UW has graded six portal vendors and has a strong technical perspective.

The Crowe Chizek data will help reveal the state's infrastructure. WEAT will use this information to build the EA foundation. The EA must be built with an eye toward the future.

WEAT will need definition for the applications that will be on portal and clarification on how portal applications will work. A strategy for integration to the portal will be needed for applications already on the Web. A replacement strategy will bring applications under the EA. The portal governance team will need to decide on the service model for portal development. In the aggregated model, all services are located in the portal. In the federated model, services are located outside the portal, but have a

common look and feel to the portal. The portal governance team will need to review issues of presentation and look and feel vs. entity branding.

6.6. Assign Deliverables, Tasks prior to August 10 WEAT Meeting

Patricia will send the 2000 portal RFI.

Keith will send UW portal documents.

Patricia will forward questions to Matt to get business analysis and requirements around portal development.

Patricia will provide WEAT a status update of her status meeting with Matt.

7. Discussion of Comments to Proposed Information Security and Privacy User ID/Logon Password Standard

The Gartner opinion on the standard was a suggestion to create two policies, one for logon IDs and one for passwords. Gartner's opinion is that the policy language is not achievable due to technology limitations. Administrator accounts will need to handle passwords. The same standards don't apply to all directories.

WEAT members expressed concern that the standard is trying to prevent things that haven't happened yet. They suggested reviewing the need to balance risk factors vs. maintenance costs.

7.3. Assign Deliverables, Tasks prior to August 10 WEAT Meeting

Patricia will forward Jay's response regarding the practicality of administering the standard to the Security Domain and to WEAT.

8. Review initial WEAT task list and discuss options for "chunking" project components

Patricia has been in discussions with an IBM consultant. Integration architecture is on front the burner, what entities exist now and how they work together. Technical architecture is moving forward to create "as is" and "to be" environment and determine activities that can run in parallel. A part of this is the project for an inventory of local government infrastructure.

The integration model is moving to TRM and TRM scorecards. Matt's goal is to create technology evaluation scorecards developed in conjunction with the budget process to look at agency budget requests. Matt would like to create an executive budget for the Governor before agency budgets are submitted. DOA plans to write an enterprise business plan in November.

To accomplish the tasks in the project plan, WEAT will use the practice of pulling together "tiger teams" of resources to complete initiatives. WEAT will define processes and hold "post mortem" sessions for process review. Work products will link to standards to graphically show the "as is" and "to be" environments and create migration paths. Products need to be usable by agencies and easy to update and keep current. WEAT will create internal working documents for ideas and views, and summaries for a wider audience.

Standards need to be relevant in operational settings. Operations has to support infrastructure that supports a standard. Operational areas need a vehicle to submit opinions on recommendations. Information from WEAT and the domains needs to be disseminated to the operational areas. Phil would identify issues, at a high level, and take them back to the bureau and work directly with individuals in areas impacted (e.g., the data center operations).

Phil Schwarz explained his role in DET's Bureau of Development and Operations. His area functions as the last gate-check before a change goes into production to ensure things adhere to enterprise

standards. By the time something gets to the change process, it is assumed that it has been checked to see if it adheres to standards.

The change process needs to act as a checkpoint for compliance. Tiger teams will work with operational areas to facilitate early involvement in standards adherence. Technical reference models will help hold vendors more accountable as part of contracts. The change management processes need to be rigorous for operations staff to stop changes that don't comply with standards. Operational staff acts as a last safety net. Rock County has a centralized IT environment with rigorous change management without formal plan. The operations staff assumes standards have been checked before change goes through.

WEAT will make a recommendation to project management and developers to insert testing into project plans and involve WEAT in earlier in the process.

8.4. Assign Deliverables, Tasks for to August 10 WEAT Meeting

Patricia will put dates into the project plan as she gets a clearer sense of timing of enterprise initiatives.

The WEAT meeting was then adjourned.

The next meeting is Tuesday, August 10, 8:30 to 12:30 in room 6F.

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